



Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of May 31, 2021:

- Forty four percent (44%) of the FY2021 initiatives have completed the recommendation phase and are in preparation for implementation.
- The Security Threat Team formed an implementation team and has start meeting.
- Perimeter Detection Fence has completed installation at all six (6) facilities as scheduled.
- Trauma Informed Culture at Female Institutions schedule their first meeting.
- The Mental Health and Substance Use Treatment Standards team submitted their final report for review.

For more on the status of the FY2021 initiatives, see the Appendix.

Statistics & Analysis

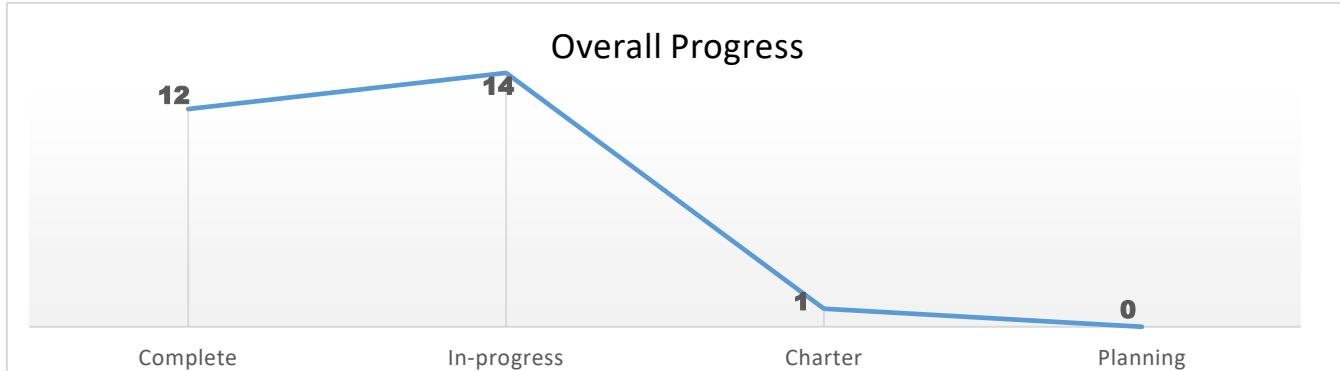
The 27 initiatives for focus in FY2021 are divided among the placemat themes as follows: 10 under safer work environment, 11 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The initiatives in the complete phase increased by almost 200% under the reducing risk and recidivism theme. All initiatives are chartered and moving towards implementation.

Table 1: FY21 Progress of Strategic Plan Projects by Theme

Placemat Themes	Initiative Status			
	Complete	In-progress	Charter	Planning
Safer Work Environment (10)	40%	60%	0%	0%
Improving Workforce (11)	45%	45%	10%	0%
Reducing Risk & Recidivism (6)	50%	50%	0%	0%



Figure 1: Progress of Strategic Plan Initiatives by Status



The 27 division led projects are currently in the following statuses: 12 are complete (44%), 14 are in-progress (52%), and one (1) are chartered (4%).

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division							
Status	Overall	OOD	P&P	DORS	DAI	DHS	Parole Board
Complete	12	0	0	2	5	4	1
In-Progress	14	2	0	2	3	7	0
Charter	1	0	0	0	0	1	0
Planning	0	0	0	0	0	0	0
Total Initiatives	27	2	0	4	8	12	1

DAI and DHS have completed five (5) and four (4) of their assigned initiatives, respectively. DORS completed 50% of their assignments.

Implications & Recommendations

The initiatives in the completed phase increased by 41% from last month's total. All FY2021 initiatives are chartered and moving towards implementation. For the most part, team members are vested in the positive outcome of their projects and are investing the time to complete their assigned tasks on schedule.



Appendix: FY2021 Initiative Highlights as of May 31, 2021

11.101 - Staffing Pattern & Shift Analysis

Off track – with plan to rectify

- The contract expires on 06/30/2021.
- The vendor (CLA) is onsite doing visits and is expected to give feedback prior to June 15, 2021. A meeting with the vendor is tentatively scheduled for June 9, 2021.

11.110 - Offender Mail/11.111 - Offender Censorship

Off track - with plan to rectify

- DAI has decided to merge these two initiatives due to work overlap.
- The Procedure Unit has completed their review of the procedure and sent their feedback to the team on the 28th of May. The team is reviewing these.
- They did a couple of demos on postal scanning with JPAY and discovered a few issues. The vendor is expected to fix the problems found by mid-June and follow-up with a meeting to discuss further concerns.
- They plan to give the facilities a 60-day notice before rolling out the new procedures and postal scanning.

22.202 - Improve Safety at Regional Offices/Training Centers and Central Office

- Complete – Pending site visit from the Quality Assurance Team.

11.207 - Identification & Tracking of Security Threat Groups

- The procedure is complete, and it goes into effect on July 1st, 2021.
- The implementation team has formed and met for the first time on May 25, 2021. They are working on an implementation timeline and a process for tracking progress.

11.211 - Offender Suicide Prevention

- The recommendation phase is complete, and the final report is under review. A team representative is scheduled to present this to the Executive Team on June 21, 2021.

11.212 - Transition to Electronic Files to Support Remote Work

On track

- They received about 15 RFI responses and have concluded that they are systems available to meet the needs of the Department.
- They are working on the final report and plan to have it done prior to the end of the fiscal year.



11.213 - Institutional COVID-19 Testing for Safe Reopening

- Complete – Monitoring is in progress.

11.214 - DOC Wide COVID Vaccine

On track

- 30 vaccine clinics were held for staff. All facilities had a staff vaccine clinic.
- From this point on, a vaccine clinic will only be held if 10 or more people sign up at one site.
- Phase three (3) of the vaccine for offenders started on April 9, 2021.
- To date, 11,934 offenders have been vaccinated.

11.215 - Perimeter Detection Fence

On track

- The fencing is complete at ERDCC, SECC, SCCC, FRDC and JCCC.
- They have installed the fence at PCC and plan to have it commissioned by mid-June.

21.103 - Identification of Core CO-I Competencies

- The recommendation phase is complete. This has moved to implementation.

21.206 - Implement On-Boarding for Frontline Staff (Phase II)

Off track - with plan to rectify

- The team will meet on June 7, 2021, to finalize the next steps to move this initiative into implementation.
- The goal is to complete marketing plan by June 30, 2021.

21.207 - Transformation Training Academy

- The recommendation phase is complete, and the Executive team approved the final report. This has moved to implementation.

21.208 - The Corrections Way for Frontline Staff

- This is in monitoring.

21.210- Expand COI and Cook Recruitment Efforts

Pending start

- Chartered.
- This will start after the Recruitment Unit is moved from DAI to DHS.
- Team development and initial meeting are pending

21.405 - Create Employee Wellness Program

- Recommendation phase is complete. This has moved to implementation.



21.406 - Trauma Support for Staff

On track

- The amended PACT policy is with the Procedure and Forms Unit for review (PAFMU).
- The policy for the Employee Trauma Specialist role is with PAFMU.
- Trauma-Informed components are being added to the Training Academy curricula.
- The joint brochure to include all DOC Employee Support Services and the DOC Care “Prevent, Respond, Support” model is complete.
- They have launched a collaboration with the Victim Services Unit (VSU), in which anytime a staff member becomes a victim and the case is referred for prosecution, VSU will be contacted to reach out to the staff member and inform them of their rights as a victim and offer resources and support. They have posted a new position for the Wellness team (Employee Outreach and Support Specialist); this will allow them to expand on the work they are doing.
- They have formed a planning committee and secured funding to implement a Post Critical Incident Seminar in spring 2022.

22.106 - Complete Leadership by Design for DAI

Off track - with plan to rectify

- Leadership by Design for the administrative teams is complete with the exception of OCC, TCSTL, and CTCC. They reschedule for these later.
- They will present leadership by Design to Captains, Lieutenants, and Functional Unit Managers (FUM) in the coming months.
- They will meet for curriculum development on June 10, 2021.

22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

On track

- With the assistance of St. Louis University, this team has completed nine (9) focus groups with an average of five (5) participants in each. Ten percent (10%) of the participant were custody employees.
- Next, they will compile and analyze the data by June 15, 2021.

22.203 - Re-purpose Citizen's Advisory Committees

- On 01/07/2021, the Governor terminated Executive Order 03-11 governing the Citizen's Advisory Committee. This is done and will show complete on the initiative dashboard.

22.303 - Trauma Informed Culture at Female Institutions

On track

- The first meeting is scheduled for June 8, 2021.



31.114- Programming to Conform to Evidence Based Practice

- The recommendation phase is complete. The final report was submitted for review. A team representative is scheduled to present the recommendations to the Executive Team on June 21, 2021.

31.115 - Mental Health and Substance Use Treatment Standards

- This team's final report is complete and submitted for review. The planning phase is complete.
- They are scheduled to present their recommendations to the Executive Team on June 14, 2021.

31.207 - Community Peer Specialist

On track

- They have completed the majority of tasks assigned to the nine (9) milestones they developed.
- They confirmed with the Missouri Credential Board (MCB) that offender peer support can obtain certification as a Forensic Peer Support Specialist. However, they would not be able to obtain certification while in prison, and they would not be able to facilitate a Train-the-Trainer model for DOC staff who would train peers.
- Offenders will need to complete a supplemental training upon release to obtain the "Forensic Peer Support Specialists" credential.
- A multi-agency team is being established to create a training model for specialized peer support specialists within DOC and for post-release training.
- This team is working on the final report, which they plan to complete prior to the end of this fiscal year.

31.209 - Program Model for Court Referred Short-Term Offenders.

Off track – with plan to rectify

- This team resumed meeting on May 4, 2021.
- They developed five (5) milestones with 11 tasks and have completed close to 50% of these.
- This initiative will not get finished within this fiscal year and will move to FY2022.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

On track

- They have completed their milestone tasks assignment and set timeframes.
- This initiative will not get finished within this fiscal year and will move to FY2022.

31.401 - Re-Create Release Guidelines

- Recommendation phase complete – moved to implementation.
- They have reviewed the SDMF guidebook and the SD and CT SDMF scoring sheets and adapted to meet the Board's need for review. Completed on February 16, 2021.
- The Board voted to adopt structured decision making framework scoring sheet. Completed March 01, 2021



Improving Lives for Safer Communities

- End user training for actuarial assessments (Static99R, STABLE, ASI) is complete as of April 30, 2021.
- Training hearing panel on use of the SDMF process is complete as of April 30, 2021.
 - There was a slight change in the IPO training and NIC limited the numbers to Board and analysts.
 - IPO supervisors were given an overview.
 - They will meet with the Board chair about IPO training
- Implementation of SDMF is scheduled to happen before the end of this fiscal year.

Strategic Initiative Dashboard

FY2021 Initiatives

On-Track
Off Track with plan
Off Track – with no plan

Values in circles indicate % of milestone complete

Safe Work Environment

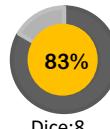
Safe Worksites

Staffing Pattern & Shift Analysis



Dice:11

Offender Censorship



Dice:8

Identification & Tracking of Security Threat Groups



Dice:13

Transition to Electronic Files to Support Work-From-Home



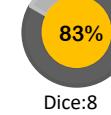
Dice:15

Institutional COVID-19 Testing for Safe Reopening



Dice:7

Offender Mail



Dice:8

Improve Safety at Regional Offices/Training Centers and Central Office



Dice:10

Offender Suicide Prevention



Dice:12

DOC Wide COVID Vaccine



Dice:12

Perimeter Detection Fence



Dice:9

Hire, Develop, Retain Quality Staff / Health & Wellness

Develop Corrections Brand

Identification of Core CO-I Competencies



Dice: 8

Corrections Way Training to Frontline Staff



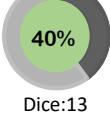
Dice:12

Trauma Support for Staff



Dice:10

Complete Leadership by Design for DAI



Dice:13

Repurpose the Citizen's Advisory Committee (CAC)



Dice:24

Implement Frontline Onboarding



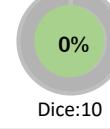
Dice:9

Create Employee Wellness Program



Dice:12

Expand COI & Cook Recruitment Efforts



Dice:10

Develop Equity, Diversity & Inclusion (EDI) Policy



Dice:12

Adopt Trauma Informed Culture at Female Institutions



Dice:11

Prep for Release

Parole Board

Institutional Programming and Activities Conform with Evidence Based Practice



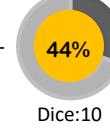
Dice:8

Develop Integrated Mental Health and Substance use Treatment Philosophy and Standard



Dice:8

Program Model for Court Referred Short-Term Offenders



Dice:10

Quality Control and Quality Assurance Support for Correctional Programming



Dice:8

Re-Create Release Guidelines



Dice:10

Dice scores last calculated April 2021

**Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)